

## **PharmPAC Recruitment Section PY2009 Annual Report**

### **Preface**

The 2009 Pharmacist Professional Advisory Committee Recruitment Section “PAC Year” has produced numerous accomplishments many of which are documented within this report. However, much of the work by the Section members have either facilitated, supported or directly contributed to two of the most visible and significant achievements during the PY2009 PAC year.

### **Five Percent Growth in Pharmacy Category Officers**

Following on the heels of eclipsing the 1,000 pharmacist officer milestone last year, the United States Public Health Service (PHS) Pharmacist Category continued its impressive growth during the 2009 PharmPAC Operational Year. The Pharmacist Category grew by 5% during the year and now has over 1,050 Commissioned Corps pharmacist officers. The Recruitment Section continues to be a PAC and Category resource for recruiting expertise, direction, planning, and development of crucial pharmacist specific materials and resources. The continued growth of the Pharmacist Category is a testimony to the Category’s success achieved through each individual active duty, reserve, and retired PHS officer sharing their pride and professionalism in motivating others to join the Commissioned Corps of the U.S. Public Health Service in "Protecting, promoting, and advancing the health and safety of the Nation." Accordingly, reaching 1,000 pharmacists is not an end point. Rather, our PHS mission defines why the Pharmacist Category must continue to expand the Corps.

### **“Consolidation of Special Pay, Incentive Pay, and Bonus Authorities Implementation Position Paper, 2009: A Commissioned Corps Pharmacist Category Special Pay Report.”**

The 2008 National Defense Authorization Act authorized a new law, “Consolidation of Special Pay, Incentive Pay, and Bonus Authorities.” This new law replaces all authorities for uniform services special pays, incentive pays, and bonuses for health-related professions. As such, the bonuses available to the Pharmacist Category have been redefined and maximum allowable limits were, in some cases, increased.

The NDAA of 2008 directed each uniformed service to develop a five year implementation plan. The Assistant Secretary for Health and Human Services (ASH) directed the PHS Category Chief Professional Officers (CPOs) to develop such a plan for each category. The CPOs were only given approximately three weeks to have their plan turned in to OCCFM with subsequent review by the Compensation and Pay Advisory Board. The findings of the board are to be used by the ASH and the Office of the Surgeon (OSG) on developing the recommendations on special pays to be sent to Department of Defense (DoD) Special Pay Workgroup.

The Pharmacist Category CPO, in consultation with the PharmPAC Chair, hand-picked the Recruitment Section lead, CDR Jeff Mallette, to develop and lead the 2009 Pharmacist Special Pay Workgroup. Despite a short two-week deadline, in March 2009 the workgroup diligently prepared and submitted “Consolidation of Special Pay, Incentive Pay, and Bonus Authorities Implementation Position Paper, 2009: A Commissioned Corps Pharmacist Category Special Pay Report.” The report was very well received by the PharmPAC Chair and Pharmacy Category CPO. The workgroup reviewed and evaluated many resources including competitive market pharmacist compensation and the 2004 and 2007 Pharmacist Special Pay Reports to make a number of directed pharmacist category pay recommendations. As of the end of the 2009 PharmPAC Operational Year, the report was under review by the Compensation and Pay Advisory Board.

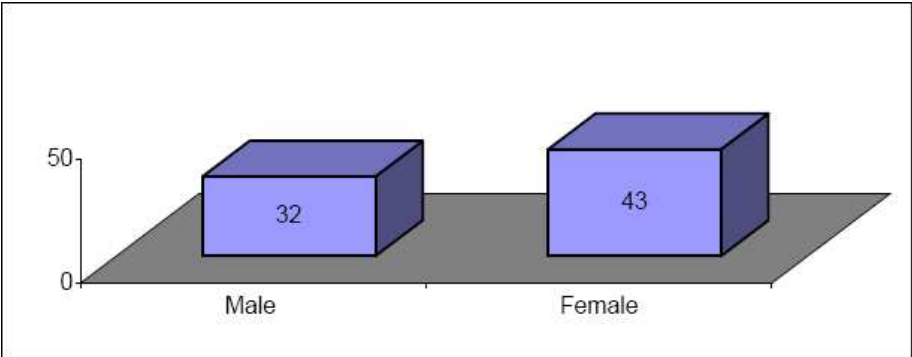
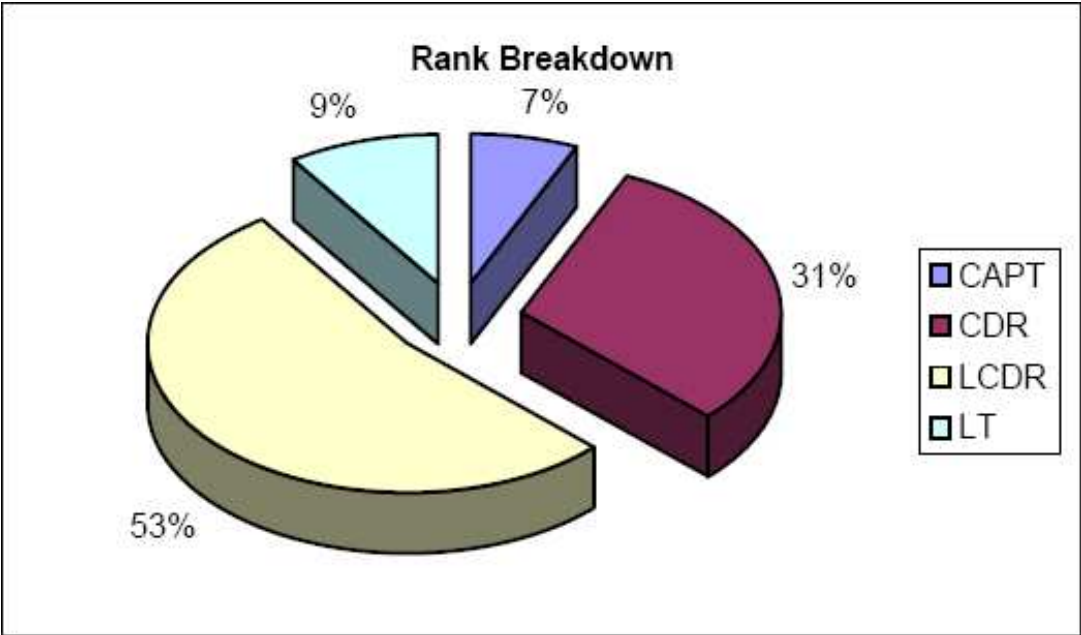
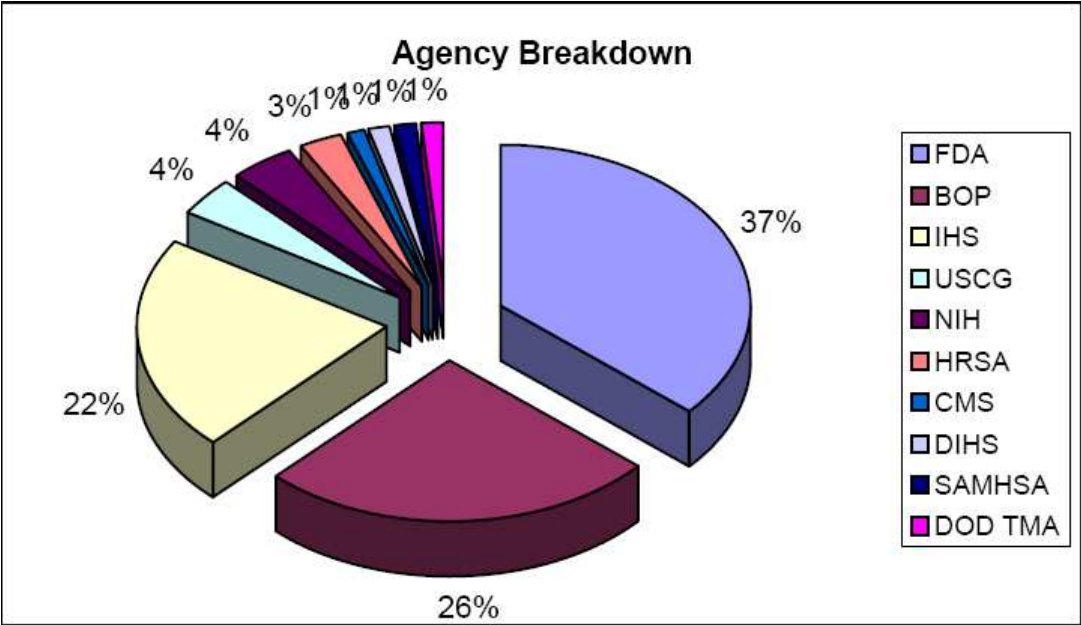
The Recruitment Section acknowledges the efforts of all who contributed to this vital report and specifically acknowledge the work group members CAPT Linda Crosby, CDR Mary Kremzner, CDR Michael Shiber, CDR Jeff Mallette, and LCDR Cynthia Gunderson.

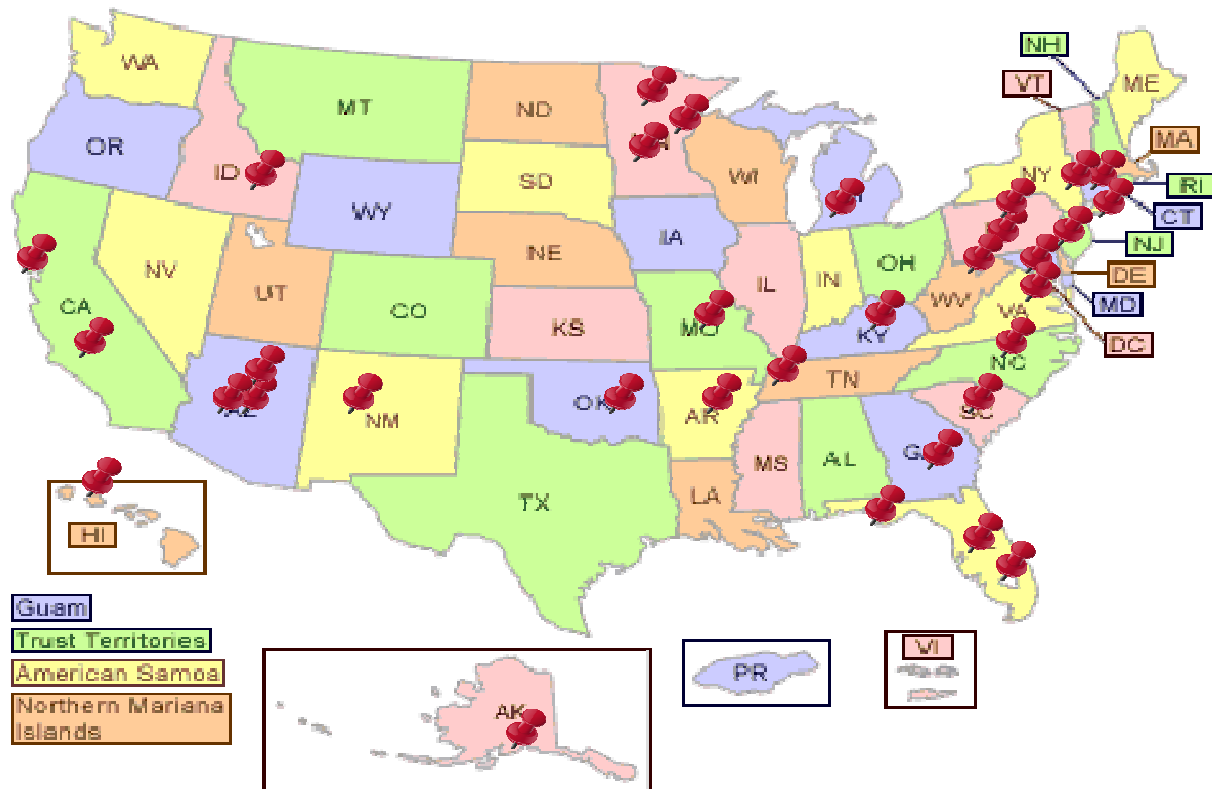
## **Introduction**

**Mission:** The primary mission of the Pharmacist Professional Advisory Committee (PharmPAC) Recruitment Section is to assist the Department of Health and Human Services recruit qualified practicing pharmacists and pharmacy students into the Public Health Service. Additionally, the Section provides advice and consultation in support of the Surgeon General and the Chief Professional Officer on recruiting pharmacists into the USPHS and issues related to personnel activities of Civil Service (CS) and Commissioned Corps (CC) pharmacists. In this resource and advisory capacity, the Recruitment Section assists in the development and coordination and evaluation of activities related to recruiting qualified pharmacists for duty and careers in the USPHS.

**Operating Objective:** The PharmPAC Recruitment Section works within the broad scope of the PharmPAC charter to maintain knowledge of pharmacist recruiting needs and activities through broad OPDIV representation and, where possible, to coordinate and maximize pharmacist recruiting efforts. The Recruitment Section works with the chief pharmacist in each Operating Division/Agency, Office of Commissioned Corps Force Management (OCCFM) and Office of Commissioned Corps Operations (OCCO) to develop and implement a PHS-wide pharmacist recruitment program. Generally, the Section will communicate with the chief pharmacist in each OPDIV, OPDIV pharmacist recruiting contact, and OCCO to develop and implement a PHS-wide pharmacist recruitment program. Mutual goals include maintaining a presence in colleges of pharmacy, tracking of pharmacist applicants, and monitoring and evaluating the effectiveness of the various recruitment related efforts within the category. The Recruitment Section provides support and assistance to PHS pharmacists involved in USPHS pharmacist recruiting.

**Demographics:** The Recruitment Section has 97 members on its roster with 75 members actively engaged in section activities. The remaining 22 members have asked to be included on a wait list to volunteer within the section upon future opportunities. The 75 active officers are located in 34 unique geographical locations stretching from the East Coast to Alaska and Hawaii. The Recruitment Section's membership represents 10 agencies (Food and Drug Administration 37%, Bureau of Prisons 26%, Indian Health Service 22%, United States Coast Guard 4%, National Institutes for Health 4%, Health Resources and Services Administration 3%, Centers for Medicare and Medicaid Services 1%, Department of Immigration Health Services 1%, Substance Abuse and Mental Health Services Administration 1%, and Department of Defense Tricare Management Authority 1%) with a female to male ratio of 57%/43%. The section has 38% senior officers (CAPT 7% and CDR 31%) and 62% junior officers (LCDR 53% and LT 9%).





**Operations:** The Recruitment Section operates from the work plan developed and revised throughout the PharmPAC year (November 2008 - October 2009). The majority of section development, activities, and coordination are done via e-mail and monthly prescheduled teleconferences. Section members volunteer for assignments and work unsupervised, individually, or in teams and report progress to their respective team leader or subsection leader. Identified subsection leaders plan, coordinate, and assign tasks with other members to accomplish the goals and task list activities. Teleconferences are the primary means of reporting progress from the subsection leaders on the section's work plan and task list, sharing knowledge and ideas, gathering consensus, coordinating action items and projects, and promoting cohesion within the section. Teleconference participation is subject to the member's primary position work requirements, supervisor approval, leave, and receiving adequate notification of the call. New workgroups created throughout the past year are the PHS Pharmacist Vacancies Document Workgroup, the UPOC Workgroup, the Posting Protocol Workgroup, and the Website Content Review Workgroup.

**Executive (Exec)**

The Exec Subsection, led by LCDR Thomas Hinchliffe, coordinates and maintains section metrics, reports, meeting minutes, and other section references such as pharmacist recruitment statistics. Each Recruitment Subsection has an Exec Officer assigned to it to coordinate record keeping of subsection task progress and completion as well as document the subsection's progress on the section master task list held by the Lead Exec Officer. The subsection leaders are responsible for defining goals, coordinating team member activities and progress toward those goals, and measuring the program's effectiveness. Additionally, the Exec Subsection maintains the section roster, the official section work plan, and the master task list. The Executive Subsection hosts and leads a conference call with the section co-leads and

subsection leaders from each of the recruitment interest areas each month, typically held on the Thursday one week before the PharmPAC meeting.

The Lead Exec Officer or designate will prepare a monthly section report of important updates/information from each subsection and provide to the PharmPAC prior to the monthly PharmPAC meeting.

In addition to the Executive Subsection, the PharmPAC Recruitment Section consists of the following Subsections: Associate Recruiter Program (ARP), Student Programs, University Points of Contact (UPOC)/[www.PHSPharmacist.org](http://www.PHSPharmacist.org), Website, Pharmacy's Best Kept Secret (PKBS), and Inactive Reserve Corps (IRC).

*Accomplishments:*

1. Coordination of monthly Recruitment Section teleconferences held prior to PharmPAC meetings.
2. Provided a written meeting brief to the PharmPAC for all meetings this PAC year. Report is distributed with PharmPAC Meeting Agenda in advance of PharmPAC meetings allowing review by pharmacists prior to the meeting and assists the PharmPAC Secretary in the maintenance of adequate meeting minutes.
3. Developed and created the PHS Pharmacist Vacancies Document Workgroup – this nine-member workgroup, led by CDR Glenna Meade, creates a monthly listing of PHS vacancies eligible to be filled by pharmacists. The document is posted on the PharmPAC Recruitment Section website and is designed to be easily printable for use by recruits and recruiters. This workgroup has created a document that fills a much needed and recognized PHS pharmacist recruiting gap. Prior to the availability of this document, there was no easily printable listing of PHS pharmacist vacancies incorporating all agencies. With the discontinuation of the Commissioned Corps Pharmacist Vacancy Database (VATS) earlier this year, this document has become the single source comprehensive listing of PHS pharmacist vacancies available to recruits.

**Website - <http://www.usphs.gov/corpslinks/pharmacy/recruit.html>**

The Website Subsection, led by CDR Chi-Ann “Ruby” Wu, is responsible for defining goals, coordinating team member activities and progress toward those goals, and measuring the program’s effectiveness. The subsection’s most important tasks are ensuring the Recruitment Section’s portion of the PharmPAC website are user friendly and contain accurate and current information. All pertinent recruitment materials such as PBKS power point, PBKS brochure and pay chart, PHS Pharmacist Vacancies document and PHS Power Point will be available on the PharmPAC Recruitment Section website. The subsection will also assist in reviewing the overall PharmPAC website and provide feedback on its content.

*Accomplishments:*

1. The past year brought some unplanned turnover in the website subsection leadership. Near the end of the year, CDR Chi-Ann “Ruby” Wu was named as the subsection exec officer. Ruby has brought in 15 volunteers to help assist revitalize this subsection.
2. The Posting Protocol Workgroup has been formed. This ten member workgroup, led by LCDR Roberta Szydlo, is developing a protocol of all regularly required changes to documents/links on

the PharmPAC Recruitment Section website as well as listing of the owners of all documents/links on the website. The project is slated to be complete during the 2010 operational year.

3. The Website Content Review Workgroup has been formed. This nine member workgroup, led by CDR Shayne Blackmon, is reviewing the PharmPAC Recruitment Section website for relevance to today's recruit and recruiter. Volunteers are clicking on all the links and reviewing for outdated and irrelevant information. The workgroup is planning to survey pharmacy students and will also offer recommendations for new website content.
4. Materials were regularly updated and added throughout the year to include the monthly updated Pharmacist Vacancies document, a step-by-step instructional document for UPOC's to enter information into the [www.phspharmacist.org](http://www.phspharmacist.org) website, updated PBKS document, spring and fall editions of the UPOC newsletter, and the updated UPOC master listing.

**UPOC/[www.phspharmacist.org](http://www.phspharmacist.org)/ - <http://www.usphs.gov/corpslinks/pharmacy/pdf/pocpolicy.pdf>**

The University Point of Contact Program (UPOC) Subsection, led by CDR Brent Hobbs, is a unique recruitment tool that is used exclusively by the Pharmacy category. It consists of volunteers (usually active duty officers) who are assigned by the Chief Professional Officer to perform the following:

- Increase knowledge of USPHS pharmacist career opportunities by identifying faculty, alumni, etc. within Schools of Pharmacy as local centers of influence (decision makers, key student contacts, experiential learning coordinators, etc.).
- Keep in regular touch with school administrators and students.
- Actively participate in school activities and events (e.g. career fairs, recruitment talks, etc.) to the extent officers' schedules and funding allows.
- Ensure that there is at least one active UPOC at every pharmacy school.
- Promoting JRCOSTEP and SRCOSTEP and mentoring their respective school's COSTEP participants.

The importance of a personal contact with a present or former PHS health professional is especially influential in attracting new pharmacist professionals to public service. Moreover, individuals most likely to consider government service are motivated by the belief that they will "have an impact on national issues". To this end, it is appropriate to expand the loci of PHS knowledge to schools of pharmacy through the UPOCs.

#### *Accomplishments:*

1. The UPOC Workgroup was formed to, primarily, assist UPOC volunteer recruiters in inputting their required two annual (and any additional) recruitment activities. The [www.phspharmacist.org](http://www.phspharmacist.org) recruitment tool has been slow to be adopted by UPOC's as a viable method of reporting this activity, primarily due to difficulty navigating the site. As a result, the majority of the valuable accounting of the selfless recruiting activities done by UPOC participants was not being captured by the Pharmacy Category. The 25 member UPOC Workgroup members are available year-round to assist UPOCs with the input of this recruitment data into the [www.phspharmacist.org](http://www.phspharmacist.org) web recruitment tool. The workgroup members additionally will contact their assigned UPOCs twice yearly at the beginning of the traditional Fall and Spring pharmacy school semesters to prompt them to obtain their two required annual recruitment activities. They

will also verify the UPOC's contact information is accurate and that the UPOC is continuing to participate in the program.

2. A step-by-step instruction document with diagrams describing how to enter UPOC recruitment activity in the [www.phspharmacist.org](http://www.phspharmacist.org) web recruitment tool was created by CDR Peter Vermilyea and posted to the PharmPAC Recruitment Section website. The combination of the UPOC Workgroup and the availability of this document greatly assist in the PharmPAC's effort to capture and measure the recruitment activities of the Pharmacist Category.
3. Emphasis has been placed throughout the past year within the Recruitment Section verbal and written reports to the PharmPAC and Pharmacist Category community on the opportunities available to officers to participate in a formal recruiting program via the UPOC program. With the current inactive status of the Associate Recruiter program, the Pharmacist Category currently has the only active formal recruiting program available to PHS officers. Over 200 pharmacist officers are currently enrolled and are active within the program.
4. The process for enrolling in the UPOC program has been simplified to encourage involvement in the program. The fillable adobe enrollment still exists on the PharmPAC Recruitment Section website. Additionally, pharmacist listserv messages and calls for enrollment at PharmPAC meetings were shared with the Pharmacist Category with instructions to simply e-mail the UPOC Subsection lead, CDR Brent Hobbs or the UPOC Workgroup lead, CDR Jeff Mallette as a means for enrolling in the program.
5. Bi-annual UPOC newsletters (Fall and Spring) were once again created by CDR Peter Vermilyea. The newsletters were e-mailed to UPOCs and placed on the Pharmacist Recruitment Section and [www.phspharmacist.org](http://www.phspharmacist.org) websites. The newsletters are created to promote a sense of UPOC community, give UPOCs suggestions on having successful school events, provide a medium for sharing practices and successes, market tips shared by fellow UPOCs, highlight trip and school visit reports, and detail officers' interactions with students, administrators, and activities on campus.
6. The UPOC Master List was updated. The officer maintaining the list was transferred and lost access to the database program being used to house the data. This combined with a gap of tracking of UPOC activity created a quite outdated list that included some retired officers no longer participating in the program. The UPOC Workgroup was called into action to contact all the listed UPOCs and get the UPOC Master List updated. The information was assimilated and painstakingly organized into a word processing document by LCDR Christina Eldridge and LCDR Kara King. The updated list has now been placed on the PharmPAC Recruitment Section website once again bringing a sense of professionalism to the UPOC program. CDR Jeff Mallette is now maintaining this word processing document with the ultimate goal of using the reports function of the [www.phspharmacist.org](http://www.phspharmacist.org) web recruitment tool to generate future UPOC Master Lists upon demand. Additionally, LT Zachary Woodward has taken the UPOC Master List and input the data into a spreadsheet document that allows a listing of UPOCs alphabetically by name (versus the alphabetical list by school in the word processing document).
7. The UPOC Subsection once again collaborated with the Administration Section to identify presenters for the ***Excellence in Public Health Service Pharmacy Practice Award***. The forty USPHS officers presenting these student awards received personal thank you letters from the Pharmacy Category CPO, RADM Robert Pittman, for inclusion in the officers e-OPFs.



8. The Dear Deans Workgroup, led by CDR Brent Hobbs, continued its work and completed its assigned project. This 12-member workgroup identified appropriate contact information for the Dean of every pharmacy school in the United States. The workgroup then created letters, signed by RADM Pittman, to the Deans explaining the UPOC program and introducing the volunteer PHS pharmacy recruiter UPOCs representing the PHS at their respective schools.

With the commitment of the UPOC Workgroup guiding UPOCs in the navigation of the [www.PHSPharmacist.org](http://www.PHSPharmacist.org) web recruitment tool, the Recruitment Section expects to review and monitor numbers of officers who are participating at school functions, as well as the number of students reached, which schools are being reached, and by which specific officers. The [www.PHSPharmacist.org](http://www.PHSPharmacist.org) website allows for the export of officers' contact information, and schools to which they are associated, as well as event history. Once this data is collected, recommendations can be made as to which schools need more contact, and where efforts and limited resources should be concentrated. The system will also support formal recognition or unit award for those officers who are actively promoting the PHS and engaging their institutions.

**Pharmacy's Best Kept Secret (PBKS) - <http://www.usphs.gov/corpslinks/pharmacy/pdf/secret1.pdf>**

The Pharmacy's Best Kept Secret (PBKS) Subsection, led by CDR Peter Vermilyea, is responsible for defining goals, coordinating team member activities and progress toward those goals, and measuring the program's effectiveness. The subsection leader should annually review, update, and disseminate salary comparisons throughout all PBKS documents and web references. Two key subsection activities include posting a conference handout version of PBKS to the web for use by potential applicants, ARs, and UPOCs and maintaining the currency of PBKS information in the Section Power Point slide shows. As a minimum, the subsection will annually consider improvements to PBKS format, display, and content, and ensure an accurate version is posted to the PharmPAC website.

*Accomplishments:*

1. The PBKS was revamped, reviewed, and updated for calendar year 2009. The updated version reflects the 2009 pay scale. In addition, the hard copy version was updated to include current agency recruiting leads and contact information. This document is the most powerful recruitment document available to the pharmacy category.
2. Three additional changes were made to the PBKS document throughout the past year. Annual pay was added to the net and gross pay rows in the pay charts where only monthly data existed before. This allows for a much clearer and rapid pay comparison while recruiting during recruitment events. The lead photo on the document was changed from male officers to female officers to reflect the gender of the majority of pharmacy school students and pharmacist recruits. More information was added about the Thrift Savings Plan.

**Student Programs - <http://www.usphs.gov/corpslinks/pharmacy/pdf/stuprog.pdf>**

The Student Programs Subsection, led by LCDR Christine Oliver and LCDR Kavita Dada, is responsible for defining goals, coordinating team member activities and progress toward those goals, and measuring the Student Programs effectiveness. The program has facilitated student PHS awareness, communication, and "hands on" PHS opportunities and activities. Student Programs seeks to efficiently and effectively



increase student awareness of USPHS career pharmacist opportunities and maintain sufficient numbers of student applicants to counter declines in Federal service, an aging Commissioned Officer Corps, and expected future pharmacist increases resulting from the needs of an expanded Corps.

*Accomplishments:*

1. One goal of the Student Programs Subsection is to increase pharmacy student knowledge of PHS Pharmacist opportunities. The subsection encourages pharmacy students who are introduced to the USPHS by a UPOC or AR to subscribe to the USPHS pharmacy student listserv <http://www.usphs.gov/corpslinks/pharmacy/listservs.html>. All PHS pharmacist officers, particularly those actively involved in recruiting, are also encourage to subscribe to this listserv. The Student Programs Subsection has created and distributes 12 listserv messages on the following topics:
  - Officers' Biographies
  - Agencies and Programs
  - OFRD
  - Pharmacy's Best Kept Secret
  - Reserve Corps
  - How to Apply to PHS
  - Pharmacy and Public Health
  - Deployment
  - Opportunities in the Commissioned Corps
  - Jr. and Sr. COSTEP
  - Readiness
  - Student Programs
2. The Student Programs Subsection created a summer COSTEPS networking events calendar. The activities planned for the students included a tour of the Capitol, a tour of the Pentagon and a Summer COSTEP "Happy Hour" at TGIF.
3. The Student Programs Subsection encourages COSTEPS to write about their experience with PHS. You may read their experiences at <http://www.usphs.gov/corpslinks/pharmacy/student.html>
4. The Student Programs Subsection has contacted JOAG (Mentor Program) and offered our services to help them anyway we can on getting officers to volunteer to be mentors for summer COSTEPS.

**Associate Recruiter Program (ARP)**

A decision has been made to reorganize the current program with the goal to improve its operational goals/objectives and overall effectiveness as a national program. Effective April 2009, the current ARP is in the process of being reorganized and any officer wishing to participate will need to reapply once the reorganized OCCO program, currently under an extensive review, is rolled out. Participation in the revised program is planned to be limited to 20 officers per PHS professional category comprising two representatives per category per HHS region. Each category is additionally slated to have two additional representatives as AR category leads. This plan has been outlined in an operations memorandum (POM) from DCCR. The reengineering of the program has been designed with the vision of allowing the PHS to

better meet the needs of the Corps and improve its overall effectiveness in supporting the recruitment efforts of DCCR.

Members who have participated in the ARP since the policy was initiated in April 2006 received recognition commensurate with their level and years of participation. ARP participant's who have met eligibility criteria also received the recruitment service ribbon (RSR).

During this extended review of the new AR program, the PharmPAC Recruitment Section has proactively continued to involve PHS pharmacists in recruitment activities via encouragement of participation in the UPOC program. To this end, the UPOC program has undergone improved operational efficiencies as outlined above.

### **Inactive Reserve Corps (IRC)**

The USPHS Inactive Reserve Corps (IRC) provides surge support to the extended active duty Commissioned Corps. The IRC are Commissioned Officers that voluntarily activate to perform short tours in various PHS agencies. IRC officers are comprised of officers that have inactivated from extended active duty (full-time), former JR-COSTEPs, or directly commissioned into the IRC. Activated IRC officers receive the same benefits as their full-time active duty officer counterparts while on duty.

The IRC is an option for new graduates that may not be ready for a full-time PHS commitment. The Base Pay Entry Date (BPED) is established upon being commissioned as an IRC officer, which is one of the financial incentives of direct commissioning into the IRC. Active duty time as an IRC officer contributes to service time when an officer elects to come onto extended active duty.

The Office of Reserve Affairs (ORA) provides support to the IRC by coordinating training, recruitment for direct commissions, and facilitating the activation of inactive reservists to do short tours or intermittent tours. The ORA provides policy expertise and works directly with the Office of Commissioned Corps Operations (OCCO), Medical Affairs Branch, Compensations Branch, and the Office of Commissioned Corps Force Management (OCCFM) in issues pertaining to the IRC.

The ORA had some major changes during the past year. RADM Carol Romano has been the ORA Director since May 2009. Under the new direction, the number of opportunities for IRC officers increased significantly. The IRC has been utilized by the Office of Force Readiness and Deployment (OFRD) for various assignments and have been included in OFRD training, such as the Fort AP Hill, VA training. The increased opportunities provide additional incentives for potential recruits.

### ***Accomplishments***

1. The IRC subsection had a 14-officer workgroup to locate IRC pharmacy officers that did not have an updated e-mail or non-working e-mails. Prior to the start of the assignment, the ORA only had contact with 69 out of the 217 IRC pharmacy officers. The workgroup utilized various search methods to locate officers. After 7 months, 67 additional officers were located. In addition, 6 officers elected to terminate their commission.

#### ***Impact:***

- a. Potential short tour opportunities now reach a greater pool of IRC pharmacy officers.
- b. The methods of the PharmPAC IRC subsection workgroup will be used by other PHS category PACs to locate additional officers.

- c. The results of the PharmPAC IRC subsection workgroup has led to discussions of policy and standard operating procedure revisions with OCCO regarding IRC officers. The ORA will work with OCCO to implement these changes in the near future.
2. Two pharmacists were directly commissioned into the IRC in FY2009.
3. The current total number of IRC pharmacists is 218 officers.
4. There were eleven pharmacy activations for a total of 582 activation days. *See complete list below.*

Agency	Location	Dates	Number of Days
IHS	Chinle, AZ	10/08/08 – 01/30/09	115
IHS	Chinle, AZ	03/27/09 – 07/24/09	120
IHS	Claremore, OK	07/01/09 – 09/30/09	92
IHS	Eagle Butte, SD	05/10/09 – 05/22/09	13
IHS	Eagle Butte, SD	08/02/09 – 08/29/09	28
IHS	Phoenix, AZ	07/26/09 – 08/22/09	27
IHS	Rosebud, SD	11/01/08 – 02/28/09	120
IHS	Santa Fe, NM	04/27/09 – 05/09/09	13
IHS	Santa Fe, NM	06/28/09 – 7/11/09	14
IHS	Sitka, AK	04/01/09 – 05/02/09	32
OS	Bowling Green, VA	09/06/09 – 09/13/09	8
<b>Total:</b>		<b>12 activations</b>	<b>582 days</b>

This list above is short tour activations. There were no intermittent orders this fiscal year for the pharmacy category.

**Short Tour:** orders that range from 2 weeks to a maximum of 120 consecutive days. An officer can do up to 240 days per fiscal year.

**Intermittent Tour:** standing orders in which an officer and facility decide on which days the officer reports to duty. The officer is only paid for the days in which they report. An officer can do up to 100 days on intermittent orders.